

**THE METROHEALTH SYSTEM
REPORT OF THE PRESIDENT AND CEO
TO THE BOARD OF TRUSTEES
REGULAR MEETING OF SEPTEMBER 25, 2019**

Executive

- MetroHealth has received the American Heart Association's Get with the Guidelines®-Heart Failure Quality Achievement Award, as well as recognition on the Target: Heart Failure Honor Roll. This honor recognizes the System's commitment to ensure heart failure patients receive the most appropriate care according to nationally recognized, research-based guidelines founded in the latest scientific evidence.
- Every third Tuesday of the month, the Outpatient Pavilion transforms into a makeshift food distribution center offering dozens of patient and community members an opportunity to fill their carts with free produce by the Greater Cleveland Food Bank. This is one way MetroHealth is working to bring nutritious food to patients/community to reduce food insecurity and promote healthy eating.
- JoAnn and Bob Glick have an affinity for programs that challenge issues facing women and children. This couple also has a newfound affinity for MetroHealth, resulting in two gifts totaling \$500,000 to the Students are Free to Express (SAFE) Project, an arts-based mental health initiative that is a collaboration of MetroHealth's School Health and Arts in Medicine programs and MetroHealth's Autism Assessment Center.
- I was honored to be included in Crain's Health Care Summit on August 29, 2019, moderated by Elizabeth McIntyre, publisher and editor Crain's Cleveland Business. This was an historic event as Crain's brought a panel of Northeast Ohio's top 6 hospital CEO's to address a variety of concerns, such as the opioid crisis and affordability of medical treatment. Joining me in the panel: Dr. Cliff Deveny, president and CEO, MetroHealth; Dr. Tom Mihaljevic, president and CEO, Cleveland Clinic; Thomas Strauss, president and CEO, Charity Health System; Grace Wakulchik, president and CEO, Akron Children's Hospital; and Thomas Strauss, CEO, of University Hospitals.



- MetroHealth has received approval to start an Addiction Medicine Fellowship, a one-year training program that will prepare physicians to address the opioid crisis. Charles Emerman, MD and Neera Gupta, MD will lead the program.
- The Doc2Go program is now available nationwide for any employee and their dependents enrolled in the MetroHealth medical plan (SkyCare or SkyCare Plus). Anywhere in the U.S. you have access to high-quality care on demand with \$0 copay - from your mobile phone or computer.
- I met with Congressman Bob Latta, who represents Congressional District in Northwestern and North Central Ohio. We had an informative discussion centered around Medicaid DSH, health care work force, and technology innovations, including how blockchain can be used in health care.
- MetroHealth welcomed our State Superintendent Paola DeMaria on September 5, 2019. We toured our Lincoln West School of Science and Health. The school combines a traditional curriculum with interdisciplinary learning in a health care setting, which allows students to learn firsthand from MetroHealth employees. I was so thankful for his interest in MetroHealth's one of a kind school and we also appreciate Eric Gordon of the Cleveland Metropolitan School District, for his support and partnering with us.
- The Stakeholders meeting held at the end of June is still providing interest for the community. I've been interviewed by Modern Healthcare on how MetroHealth is leading the way on Social Determinates of Health. Cleveland Jewish News interviewed me to share information on the revitalization of the area. The American Hospital Association, I discussed the institute for H.O.P.E.; Health, Opportunity, Partnership

Empowerment, which will be based at our main campus. The institute will work to remove obstacles to better health and better lives, bringing together programs and resources to those in our community.

- I was privileged to participate in the Keynote Conversation Compassion in Action Healthcare Conference in Boston. Joining me was Dr. Peter Slavin, CEO Massachusetts General Hospital and Laura Crooks, CEO of the Village in Yakima Washington. The conversation was moderated by Dr. Richard Baron, President and CEO of the American Board of Internal Medicine and the ABIM foundation.
- Friday, September 13, 2019, I provided the keynote speech at the Hispanic Heritage Month Opening Reception held at City Hall.

Chief of Staff

Department of Public Safety

- Fifty-six members of the MetroHealth Police Department (MHPD) have received Active Assailant and Advanced Building Clearing training.
 - The Active Assailant training was conducted by the FBI and trains law enforcement officers and first responders on protocols for responding to active shooters so that they are consistent across agencies throughout the nation.
 - The MHPD hosted and attended training in Advanced Building Clearing techniques offered by the Ohio Peace Officer Training Academy (OPOTA). OPOTA offers agencies access to a training facility to practice scenarios related to room entry and building clearing. This class includes variations with room sizes, inward/outward-opening doors, hallways, four-way intersections, and target placement. A variety of options, methods, and tactics emphasizing officer safety within an unfamiliar and potentially occupied structure.

Government Relations

- Ohio Healthcare Anchor Network members, CCF, MetroHealth, ProMedica, and UH, worked together in executing a letter addressed to Senator Brown, Representatives Fudge, Gonzalez, and Joyce requesting support of a bill regarding the *Affordable Housing Credit Improvement Act (AHCIA) of 2019*. The provisions within the AHCIA would facilitate the development of 450,500 additional affordable homes in the United States over the next ten years. We estimate approximately 17,667 homes could be built with the aid of the AHCIA alone.
- MetroHealth is partnering with the national 340B Health organization to host a roundtable meeting with 340B providers in October. The roundtable will focus on emerging policy and compliance matters.

Community Relations

- Partnered with Vanessa Whiting, MetroHealth BOT Chair and CEO of AES to utilize food bag distribution networks in 15 Popeye's franchises to share Safe Sleep messaging as part of our work with First Year Cleveland. See the story here: <https://www.cleveland.com/business/2019/09/first-year-cleveland-infant-mortality-message-in-popeyes-customers-bags.html>
- Met with Cleveland Public Library Director Felton Thomas and library system managers to share information as part of MetroHealth effort with First Year Cleveland. Twenty-nine library branches are working with our Safe Sleep task force to distribute information to library patrons.
- Community Engagement/Development/Transformation teams hosted three community open houses on 6, 8, and 15, 2019, in the Campus Transformation Center with more than 100 people in attendance representing a cross section of the neighborhood, nonprofit and business community. This event generated high interest and positive responses. Media coverage included Cleveland Jewish News, Plain Press, La Mega rancho, and Scene Magazine.
- Coordinated media coverage: Channel 3 and Radio One, for Alan Nevel to share information about MetroHealth's efforts to generate awareness of Sickle Cell Disease, including MetroHealth lunch and blood drives with The Red Cross.

Marketing & Communications

- Veteran journalist Joe Frolik, one of the most distinguished and respected communications professionals in the region, has been named MetroHealth's Senior Vice President, Communications, Government & Community Relations.
- Former Crain's Cleveland Business reporter and editor Tim Magaw joined the communications staff as a communications strategist on September 9, 2019. His duties will include overseeing social media.

Employee Communications

- An article outlining MetroHealth's new "Smart Dress Policy" was the most widely read article on the employee intranet/MIV ever measured, garnering nearly 6,000 views within a week of its posting. The updated dress code was a hit with staff who wanted to know what to/what not to wear to meet new standards.

Faith Community Outreach/Pastoral Care

- On Saturday, September 21, 2019, Project Thrive will train the third cohort of congregations to join MetroHealth in mitigating the effects of trauma. The training will result in a critical first step in forming the Northeast Healing Circle. Participants will receive training on the Project Thrive operational structure and will be invited to receive formal training on trauma 101, trauma-informed care, and resiliency.
- Through its newly launched Pathways to Health and Healing, the Office of Pastoral Care recently completed a surveying local faith communities on its knowledge of MetroHealth, its community health needs, and how MetroHealth can assist them in building healthier and resilient communities.
- On Wednesday, October 2, 2019, the Office of Pastoral Care will hold its first meeting of the Interfaith Spiritual Roundtable.

Finance

- MetroHealth's Treasury team has finalized a Treasury Platform review with the System's external Treasury Advisor, Kaufmann Hall. Results of the review indicate strong fundamentals in the Treasury area, as well as opportunities for continued Treasury advancement. A work plan has been developed and execution of the plan is to begin at the beginning of the fourth quarter.
- The FPA team implemented a new productivity management system and deployed initial reports to leadership with new tools for monitoring staffing levels. The next phase of the roll-out includes data analysis and incorporating external benchmarks.
- Enrollment on Wheels RV participated in 32 events in August 2019 servicing 293 community members. Services provided are scheduling of medical clinic appointments, insurance education, and assistance with financial eligibility. There were 19 events on the Westside and 13 on the Eastside.
- From January to August 2019, within the RV, 1,533 services were rendered to our community, serving 1,533 members.
- In July 2019, The MetroHealth System and Medical Mutual became the first provider and payer to digitally exchange data and documents via Hyland Connect. This advancement in payer-provider collaboration replaces time-consuming communications by improving claim adjudication and processing time, reducing costs and eliminating risks and delays through increased transparency.

Internal Audit

- Internal Audit is executing the 2019 audit plan. The plan includes fifteen audits that will be delivered as a coordinated effort with the Ethics & Compliance team. Ten reports were issued during the third quarter of 2019. The 2019 audit plan is on schedule to be completed as planned by March of 2020.

Enterprise Data Analytics

- In collaboration with clinical operations leadership, the Department of Operations Research and Analytics (DORA) is developing and deploying robust analytic tools to aid in staffing optimization. Tools are in development for Environmental Services, Pathology, Radiology, Pharmacy, Patient Transport, and Surgical Operating Suites. Tools have been deployed to the Emergency Department and Ambulatory Services.
- The DORA team remains fully engaged on several high-profile modeling exercises to assess the impact of proposed regulatory changes and altered reimbursement strategies. Results from these exercises are shared and stress tested by an inter-departmental working group to guide decision-making in strategic direction for the remainder of 2019, 2020, and beyond.

Information Systems (IS)

- Information Services is creating a new three to five-year technology strategic plan. MetroHealth has partnered with The Chartis Group for the development of the new plan, which will be complete by the end of the year.
- The Disaster Recovery virtual computing environment with its associated hardware and storage has successfully moved to our new data center. All critical virtual servers and services have been retested and are running successfully.
- Information Services upgraded the core data network infrastructure to modern, supported switch technology. This new equipment will provide increased capacity and functionality for the data and voice networks while supporting future healthcare technology innovations.

Enterprise Program Management Office

- The System's software upgrade to Windows 10 is currently ahead of schedule. As of the end of August, over 2,000 devices have been upgraded to the Windows 10 operating system. The System will upgrade all devices by the end of the year.
- MetroHealth has enhanced our voice-recognition dictation and transcription services to make it even faster for our providers to complete their documentation. These Artificial Intelligence-powered services are provided as part of our expanded partnership with M*Modal.

Supply Chain

- Justin Gallo will be joining The MetroHealth System as Vice President of Supply Chain in September. He most recently served as the leader for international supply chain at the Cleveland Clinic.
- MetroHealth has partnered with Standvast Healthcare Fulfillment and Zitra Healthcare Partners to transform the System's supply chain into a strategic advantage. The end-to-end redesign of supply chain workflows, processes, workflows, and systems that leverage the best in class tools to ensure our patients and providers receive the right items at the right place and time.
- MetroHealth has expanded our partnership with Airgas to include their Total Gas Management (TGM) program. Airgas's TGM program manages MetroHealth cylinder gas activities including: tracking, removing empties, and invoicing. To do so, Airgas is providing a full-time inventory coordinator, on-site at MHS five days per week.

System Dyad

- Michael Stern and MetroHealth hosted the Great Lakes Science Center Governance Committee meeting on August 29, 2019.
- We would like to congratulate Dr. Holly Perzy on her new role as Chair of Medicine-Pediatrics. We are grateful to Dr. Perzy for her continued leadership and outstanding commitment to MetroHealth and the Department of Medicine-Pediatrics.
- New Inpatient Medicine Service Line launched September 3, 2019, comprised of Hospital Medicine at the main campus, the community hospitals, Medical Intensive Care Unit and Medical Stepdown Unit at main campus.

Richard Blinkhorn, MD, Chair of the Department of Medicine and Melissa Kline, DNP, RN, NEA-BC, Patient Care Services and Chief Nursing Officer, will serve as the dyad leaders for the new service.

Hospital Operations

Inpatient Operations

- Inpatient Operations has exceeded and maintained its patient experience stretch goal for “Reconnect Hospital.”

Food & Nutrition Services

- The Department officially kicked off the conversion to room service and cafeteria renovation via execution and awards.
- On August 13, 2019, the Women at Metro Leadership Development Committee hosted a network development program, “Everything I Do Positions Me: The Simple Path to Professional Success” presented by Christine Zust of Zust & Co. Over 100 attendees were provided proven tips, techniques and tools to strengthen their professional role and contribution to their team and MetroHealth.

Environmental Services, Logistics, and Textile Care

- Logistics has completed the first phase of the courier services efficiency project resulting in 10 percent reduction in courier services.
- Transportation services has expanded its service area with a September 15, 2019, rollout to include Broadview and Broadway Health Clinics.
- The Ohio Department of Health (ODH) audit on 6B, Behavioral Health unit, was successful with no findings regarding Environmental Services.

Pathology

- The final phase of Pathology’s renegotiated Chemistry contract was completed. New instrumentation was installed at Main Campus’ Core Laboratories and at the three Rapid Response locations (Cleveland, Brecksville, and Parma). This has resulted in improvements to patient care due to faster result turnaround time and less instrument downtime, and financial improvements due to an expense reduction of approximately \$100,000 per year.

Pharmacy

- MetroHealth’s retail pharmacy is going green. The mail order pharmacy is removing all Styrofoam coolers and replacing them with ThermoCell biodegradable coolers for all cold chain shipping. In addition, the pharmacy is working with VUCA Health to provide virtual patient education and discontinue printing medication education, saving 1,700,000 pieces of paper each year which will save 204 trees annually.
- The Pharmacy Department celebrated the board certification of 20 MetroHealth pharmacists in Advanced Pharmacy Practice.
- MetroHealth’s Inpatient Pharmacy has transitioned to a new vendor for outsourced sterile compounding to improve reliability of medication availability, add five new products to enhance safety and regulatory compliance, and save the System \$150,000 annually.

Radiology

- Mobile mammography began serving patients on July 24, 2019, at Bedford, Brecksville, Cleveland, Parma, and Buckeye.
- Broadway mammography successfully completed their MQSA (Mammography Quality Standards Act) accreditation from the Ohio Department of Health with 100 percent compliance.
- MetroHealth Radiology’s Magnetic Resonance Imaging (MRI) at both our Middleburg Heights and Ambulatory Surgery Center locations achieved ACR (American College of Radiology) accreditation. In addition, Radiology’s Ultrasound Section at Brecksville achieved ACR accreditation.

Access/Network Service Center

- The Network Service Center (NSC) has started using broadcast technology to send out campaign messages to patients who do not show for their scheduled visit with a Primary Care Provider.
- The Wellness Access Outreach program is meeting target goals for Pediatric Well-Child show rate for Medicaid population and show rate for Medicare Wellness visits. The program is on track to meet goals for scheduled Pediatric Well-Child Medicaid visits and scheduled Medicare Wellness visits.

Emergency Preparedness

- MetroHealth's Director of Emergency Management, Marek Owca, provided a presentation regarding consequence management of a prolonged pandemic influenza outbreak along with other disaster preparedness to the local community at Case Medical School for the next class of medical students.
- Another cohort of MetroHealth leaders attended advanced incident command training at the Center for Domestic Preparedness in Anniston, Alabama. Attendees learn from national experts on managing incidents that culminates in a high-fidelity disaster simulation. Over fifty (50) MetroHealth leaders attended this unique training experience which aids in continual readiness for Code Yellow conditions.
- Everbridge was awarded a contract to replace the current mass notification system which was used for the past twelve (12) years. The updated service will have near 100 percent uptime/resiliency as well as a new platform for nimble, focused and timely disaster and other critical messaging to MetroHealth Emergency Management response and support teams. Additional modules included are Visitor Engagement and a mobile application for visitors to receive real-time event notifications and alerts as well as Safety Alerts which allows for emergency messages to staff and contractors in a specific mapped location.

Service Lines

Adult Health and Wellness

- Britt Nielsen, PsyD, was awarded a 3-year \$450,000 HRSA grant which will expand training for providers to include opioid and substance use addiction treatment within medication assisted treatment programs.
- Terry Stancin, PhD, is the co-editor of a special issue of the peer-reviewed journal, Clinical Practice in Pediatric Psychology, on "Advancing the practice of pediatric psychology with transgender youth."
- Neera Gupta, MD, will serve as one of the Program Directors for the newly approved Addiction Medicine Fellowship, which is anticipating its first candidates in early 2020.
- Charles Bark, MD, Attending Physician and Assistant Professor of Medicine, was awarded a \$7.2 million grant from the National Institutes of Health to study transmission of tuberculosis in Uganda.
- Kenneth Laurita, PhD, Staff Scientist and Associate Professor of Medicine, was awarded a \$2.8 million grant from the National Institutes of Health to develop optically guided catheter ablation for atrial fibrillation.
- Adam Perzynski, PhD, Staff Scientist and Associate Professor of Medicine, edited/published a book titled "Health Disparities: Weaving a New Understanding Through Case Narratives."
- New Pride location at Cleveland Heights; October will bring Pride Residency to Main Campus and Pride services will be available at the LGBTQ Community Center.
- Main Campus Aging Out Foster Care program is up and running with a secondary pilot at Cleveland Heights to come in October.
- Weekly Old Brooklyn Farmer's Market was held during summer Saturdays, including a table promoting health and wellness services.
- New Memory Clinic Established at Old Brooklyn Health and McCafferty Health Centers.
- Continued relationship building with Urban Community School – hosted 2 physical nights on mobile for Family Medicine residents (Sports Physicals and Annual Well Child Exams).
- Trained 200 Cleveland Metropolitan School District School Resource Officers in Trauma and Toxicology within the youth population.
- Lisa Ramirez, PhD, SHP Director of Community and Behavioral Health, was on the Ideastream episode "Risk to Resilience: Understanding and Supporting Local Teens."

- Gregory Heintschel, DDS, was keynote speaker to the leadership of the American Dental Association regarding patient safety, a new movement toward adopting safety policies and a culture for the dental profession.

Cancer Care

- Cancer Care is hosting the 4th Annual Cancer Care Symposium on September 20, 2019. The symposium will feature Drs. Eric Miller (The Ohio State University), David Mansour (University Hospitals – Cleveland), and Ashley Sekhon (MetroHealth) discussing “Updates and Advancements in Radiation Therapy.”
- The BREAST Amigas are partnering with the Hispanic Forum to present “Bridging the Cultural Barrier to Improve Outcomes for a Hispanic Cancer Patient” on September 17, 2019.

Emergency Services

- Emergency Services’ Clinical Nurse Specialist, Suzanne Fortuna, was accepted for a poster presentation at OSU. The presentation is for the development of the Emergency Department’s Mentoring Program, which currently has 17 mentors and 23 mentees.
- The Emergency Department’s registration staff reached their patient experience stretch goal with a score of 73.2 (stretch goal was 72.6).

Neuro-Musculoskeletal

- Kimberly Anderson, PhD, Staff Scientist in the department of PM&R, was awarded a \$803,000 grant from the Department of Defense to study recovery after spinal cord injury and community re-entry.
- John Chae, MD, Vice President for Research and Sponsored Programs and Professor and Chair of Physical Medicine and Rehabilitation, co-edited the premier textbook in Physical Medicine and Rehabilitation, "DeLisa's Physical Medicine and Rehabilitation: Principles and Practices," published by Wolters Kluwer (released July, 2019).
- Ben Roitberg, MD, was invited to give four talks at upcoming leading international meetings. Two at the Spine Committee meeting at World Federation of Neurosurgical Societies Beijing September 2019 and two at the SEENS (European Association of Neurosurgical Societies) in Serbia, October 2019.

Specialty Care

- Dennis Auckley, MD, a Pulmonary, Sleep, and Critical Care specialist, has co-edited “The Case Book of Pulmonary Medicine 3rd Edition,” which was published this summer.
- Dermatology has expanded the use of their Project Snapshot to Beachwood on Tuesday and Friday. Project Snapshot is a fast, easy and free dermatology screening for one to two concerning areas on your skin. Using a high-resolution iPad, a dermatology nurse will take a photo of the skin lesions in question. You can have up to 10 spots photographed. Two photos will be taken of each suspicious area – a closeup and a wider shot for reference point on where the spot is located on your body. The photo will be uploaded to Epic and a board-certified Dermatologist will review it. You will be alerted within a week to one of three outcomes:
 1. No risk – skin lesion appears to be normal and no need for a follow-up appointment.
 2. Moderate risk – a follow-up appointment is recommended within a month.
 3. High risk – Skin Lesion appears to be suspicious and you will receive a fast-track appointment.

Surgery

- New surgeons starting in General Surgery, Oral Surgery, Ophthalmology, and Oculoplastic Surgery in September.
- Continued shift of ambulatory OR cases shifted off Main campus.

Women and Children’s

- Dr. Abughali won the prestigious award of Infectious Diseases Society of America (IDSA) Fellow. This fellowship recognizes a high level of commitment to the field of infectious diseases.
- Dr. Susan Carlin named Division Director for General Pediatrics.
- OBGYN faculty had a ½ day Bias training workshop.

Ambulatory Operations

- The Cancer Care Team participated in the Food Bank Fundraiser in July 19, 2019. Our team successfully raised approximately \$800 and prepared a beautiful basket for the raffle.
- The WIC department partnered with Ohio State University Extension (OSUE) to provide WIC Produce Perks Coupons (valued at \$20 each), conduct food demonstrations and recipes at four (4) local Farmers Markets. Since July 18, 2019, more than 496 families have participated.
- Parma had a very successful multi-specialty health fair on July 12, 2019, that allowed 100 patients to be screened for skin cancer as well as over 80 patients receiving BP screenings.

Office of Patient Experience

Arts in Health

- The SAFE (Students Are Free to Express) Project 2019-20 academic year programming has launched. The third grade bands (third year of high school and 1st grade of elementary school) have been added to the program. The teaching artist cohort has expanded to include four additional teaching artists and an intentional focus led by a post doctorate fellow on program evaluation and assessment.

Language Access Services

- Three of MetroHealth's on-site Spanish-speaking interpreters, Jocelyn Amaya-Hughley, Dayleen Rodriguez Royer Velasquez, have recently received the national designation of Certified Medical Interpreter. The remaining team members are in preparation to take their exams.

Leadership Rounding

- Leadership Rounding pilot was completed in the Inpatient and Emergency units at Main Campus. Key learnings include consistency in rounding is important to build relationships and with staff, facilitating rounding is important to support gathering and summarizing feedback, team members are very complimentary of each other and common themes of concerns identified by staff are consistent across the organization. Concerns raised are prioritized and being addressed. The decision has been made to continue leadership rounding as an important way to engage and support providers and staff to improve experience, safety and outcomes.

Volunteer Services

- Fifty students from Cleveland State University have been selected for the MetroHealth Volunteer Program, a partnership with the Office of Pre-Professional Health at CSU. The students commit to volunteering for two semesters in patient-related areas of their choice, including Emergency Medicine, Child Life, and Occupational Therapy, and Guest Services.

Ethics and Compliance

- Published code of conduct, *This is Who We Are*, in Spanish.
- Held first Compliance Professionals of Greater Cleveland forum with guest speaker discussing lessons learned from Theranos.
- Initiated "Did You Know" internal communication plan and Lunch and Learn program to keep compliance topics top of mind for employees.
- Launched monthly [Compliance Blog](#) on Becoming a World's Most Ethical Company.

Nursing

- Master of Science in Nursing Graduation - In August 2019, our first cohort of 12 employees graduated with their Master of Science in Nursing degree from The MetroHealth System/Cleveland State University partnership.

- March of Dimes Nurse of the Year Awards: Three MetroHealth nurses will be honored as nominees at the Ohio March of Dimes Nurse of the Year Award ceremony in November.
- The Greater Cleveland Organization for Nursing Leadership named Kelley Gallagher, MSN, RNC-C, IBCLC, Nurse Manager, as their nomination for the Aspiring Leader Award from the Ohio Organization for Nursing Leadership.
- The Advanced Practice Provider Council will hold its fourth annual Pharmacology Conference here at the Main Campus on October 11, 2019. This is open to both MetroHealth and non-MetroHealth advanced practice providers and is usually a sold-out conference.
- Melissa Kline, SVP-Patient Care Services & Chief Nursing Officer, provided the keynote address at Chamberlain University's nursing graduation ceremony on September 13, 2019. Chamberlain had baccalaureate, masters, and Doctor of Nursing practice graduates at the ceremony.
- The MetroHealth System, along with other maternity centers in Ohio, is taking steps to promote successful breastfeeding, earning its third star in a statewide program. MetroHealth recently achieved the following steps, which has earned our System its third star on the path toward five: informing all pregnant women about the benefits and management of breastfeeding at their prenatal appointments and encouraging the feeding of newborns on demand. Babies are fed as often and as long as they show signs of being hungry. Parents were taught feeding and fullness cues and to watch their baby, not the clock.

Foundation and System Philanthropy

- MetroHealth's For All of Us \$100 million campaign is moving forward, with \$39 million of the \$47 million committed to program and endowment and \$8.2 million committed to capital. The Campaign Capital Fund, in partnership with the boards and staff, anticipate achieving the \$50 million by the end of 2019.
- The MetroHealth Foundation Board of Directors mourns the passing of fellow board member, Dwight Allgood, Jr. During his 35 years of service to the Board, Dwight was an effective and strong leader as Board Chair from 1989-1991. He was a founding member of the Board's Audit Committee and a founding Chair of the Board's Governance Committee. Dwight's commitment to MetroHealth and the Foundation was unwavering and earlier this year, he was presented with The MetroHealth Foundation Board Leadership Award.
- In 2018, the Fred A. Lennon Charitable Trust made a \$400,000 gift to MetroHealth's Rehabilitation Institute (MRI). The Lennon Trust also challenged MetroHealth to secure an additional \$600,000 in support, which the Trust would be willing to match. Dr. Kevin Kilgore has achieved that match through a grant from the Nielsen Foundation, resulting in the Lennon Trust fulfilling its additional commitment. The Lennon Trust will specifically support the Institute for Functional Restoration and pivotal clinical trials focused on improving grasp and release and upper arm function in individuals with tetraplegia.
- MHF Board member, Jim Geuther, was instrumental in The MetroHealth Foundation receiving the Foundation's Lighting the Way Award, which was accompanied by a \$75,000 grant for MetroHealth's Employee Housing Program. MetroHealth accepted the award at a ceremony in Atlanta in August.
- A retiring MHF Board member has made a \$100,000 commitment to MetroHealth and its Building the Future fund.
- The AIDS Funding Collaborative has made a \$50,000 grant to support the expansion of the Positive Peers program. Positive Peers is a mobile device application designed with and for young people ages 18-24 with HIV. It offers a virtual community where individuals can make human connections by engaging in interaction and support via group forums and one on one chats. The AIDS Funding Collaborative has supported MetroHealth since 2009, providing nearly \$500,000 in support for various initiatives.